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ABSTRACT

The Rehabilitation Research Foundation (RRF) proposes to conduct, under supervision of the State Department of Vocational Education, a Manpower Training Program for Prisoners (MTPP) at Draper Correctional Center, Elmore, Alabama. The project is proposed for 13 months. The proposal contains several innovative and experimental features, the most significant of which are the project's relationships with the Experimental Manpower Laboratory for Corrections (EMLC) and a newly created Center for Studies in Community Corrections (CSCC) which is also operated by the RRF. Derived from these linkages will be two mutually beneficial outcomes: (1) The EMLC will have manpower trainees to use as subjects in its experimental studies and CSCC will have manpower graduates referred to it for its treatment, training, and coordinated services programs in the community; and (2) The MTPP will have the Lab's input for improving upon its training and rehabilitative effort and an outreach community center(CSCC) where postrelease graduates can receive follow-up services, such as continuing basic education, "crisis" intervention, behavior modification, and job development and placement. Other experimental features of the proposal include: (1) Selection, training, and provision of related services for approximately 175 male inmates of the Alabama prison system; (2) Application of "contingency management" procedures to shape optimum training performance and behavior change; and (3) To use incentive payments in simulating real life experience. (Author/CK)

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THE EXPERIMENTAL MANPOWER LABORATORY FOR CORRECTIONS

Rehabilitation Research Foundation

Abstract of
Interim Report on Phase Two:
March 1, 1970 to May 15, 1971

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This report on the EMLC was prepared under contract No. 82-01-69-06 with Manpower Administration, U.S. Department of Labor. Organizations undertaking such projects under Federal Government sponsorship are encouraged to express their own judgement freely. Therefore, points of view or opinions stated in this document do not necessarily represent the official position or policy of the Department of Labor or other Federal agencies mentioned herein.

PROPOSAL FOR A MANPOWER TRAINING PROGRAM FOR PRISONERS

ABSTRACT

The Rehabilitation Research Foundation (RRF) proposes under Title I, Section 102, of the Manpower Development and Training Act to conduct, under supervision of the State Department of Vocational Education, a Manpower Training Program for Prisoners (MTPP) at Draper Correctional Center, Elmore, Alabama. The project is proposed for 13 months, beginning September 1, 1971, and ending September 29, 1972. The proposal contains several innovative and experimental features, the most significant of which are the project's relationships with the Experimental Manpower Laboratory for Corrections (EMLC) and a newly created Center for Studies in Community Corrections (CSCC) which is also operated by the RRF. Derived from these linkages will be two mutually beneficial outcomes: (1) The EMLC will have manpower trainees to use as subjects in its experimental studies and CSCC will have manpower graduates referred to it for its treatment, training, and coordinated services programs in the community, and (2) the MTPP will have the Lab's input for improving upon its training and rehabilitative effort and an outreach community center (CSCC) where postrelease graduates can receive follow-up services, such as continuing basic education, "crisis" intervention, behavior modification, and job development and placement.

In addition to the usual program components basic to any sound correctional manpower program, the following is a list of the more experimental features of the proposal:

- To select, train, and provide related services (job development and placement, agency coordination, etc.) for approximately 175 male inmates of the Alabama prison system.

- To apply "contingency management" procedures to shape optimum training performance and behavior change.

- To use incentive payments in simulating real-life experience, where pay is contingent upon attendance, performance, and demonstrated behavior change which are adaptable and needed for trainees to get, hold, and advance in jobs.

- To introduce the learner, whose prevocational experience takes place in a restricted setting, to the tools of many jobs and occupations.

- To involve the business and industrial community in the provision of realistic work-sampling seminars and demonstrations.

- To link the training and services of a prison manpower project with those of an outreach center, such as CSCC, where postrelease adjustment of trainees can be more closely monitored.

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- To link the MDT project to the work-release program that will be established at Draper by the Board of Corrections.

- To link the MDT project with the newly established Prerelease Center at Draper.

- To continue to serve as a laboratory within a broader manpower laboratory (EMLC) where college students studying criminology, sociology, education, and other disciplines can gain firsthand knowledge and training.

A trainee may go through any or all phases of the program, depending upon his individual needs. A brief description of each phase follows:

Orientation. A specific training program tailored to an individual's needs will be the ultimate outcome of this phase. Counseling, testing, and planning the individual's program are the major functions. All trainees go through this phase.

Prevocational Basic and/or Remedial Education. Basic-remedial education, tool technology training, employability skills training, work-sampling experience, behavioral counseling, and orientation to the world of work are the major functions of this phase. All trainees will go through this phase, but the length of time in it will vary with each individual.

Occupational and Related Skill Training. Skill training in Barbering, Butchering, Welding, and Refrigeration Unit Repair, coupled with related study and remedial work, will be given to approximately 130 trainees. Many trainees will also continue the training and services mentioned in the first two phases.

Job Preparation (Prerelease). Pre-employment counseling, personal-social skills training, stress training, job development and placement, home program development, bonding, referrals, parole orientation, and attaining a High School Equivalency Certificate through the GED are the major activities in which trainees will be involved during this phase. All trainees go through this phase during the last month of training.

Work-Release. Trainees being released to the Montgomery area will be put into the projected work-release program which will be operated by the Prerelease Center.

The *postrelease phase*, of course, takes place after release from prison. Job development and placement assistance by the Employment Service will comprise the major function of the phase. EMLC's follow-up team will work with some of the graduates. Those being released to the Montgomery area will be involved in the training-treatment services of CSCC.

The proposed project is a logical successor to previous manpower projects conducted by RRF at Draper. Trained staff and equipped facilities are already available. Trainees will be selected from the 4,000 prisoners throughout the State prison system.

Abstract

The EMLC, now just four and one-half months away from completion of its second 18-month funding phase, is conducting five longitudinal studies in the broad area of application of the principles of behavior modification in attempting to solve some of the problems encountered in correctional rehabilitation efforts. Three of the studies deal with problems in the institutional setting:

An Ecological Experiment in Corrections: A Programmed Living Environment for a Group of Adult Offenders Institutionalized at Draper Correctional Center

A Manpower Training Project for Correctional Officers

A Study of Contingency Management in a Correctional MDT Program

The other two address correctional problems in the community:

Conducting a Two-Level Follow-up Study of Offenders in the Community

Cooperating with the State Employment Service to Study the Offender's Pre-and Postrelease Patterns of Interaction with ES.

In addition to these five major longitudinal studies, the EMLC is contractually committed to centrally administer, monitor, and evaluate the DOL's Demonstration Bonding Program for ex-offenders, to complete and continue refinement of an Individually Prescribed Instruction (IPI) system for adult basic education, and to so package and disseminate its other findings as to facilitate their utilization by others in the fields of Manpower Training and Development, corrections, education, etc.

Following are a few highlights of the progress reported herein:

Manpower Training Program for Prisoners. The use of contingency management techniques in shop training in four trades--barbering, welding, refrigeration repair, and butchering--has resulted in better individualization of vocational training, a goal realized for some time by the Lab staff and many others as being crucial to an effective open entry exit program. The progress achieved has permitted a number of the originally scheduled 15 offender trainees to complete shop training much earlier than had been anticipated, and freed training slots for approximately 25 to 30 additional trainees.

An Ecological Experiment in Corrections: A Programmed Living Environment. Until recently, no attempt had been made to examine the potential of employing the token economy as a behavior management regimen and medium through which rehabilitation programs may be conducted in an institution for adult offenders. Research by the EMLC now in progress reveals that it is feasible to establish a token economy in one cell block of such an institution; that it is an effective, alternative motivator of those requisite institutional behaviors (order and discipline, personal appearance, routine maintenance tasks, and work assignments) traditionally maintained by threat of punishment and aversive control procedures; and finally, that the token economy has the potential of motivating participation and performance in a formalized basic

education program. A number of problems peculiar to implanting the economy in the middle of a maximum security institution remain to be solved, but data being gathered are yielding important definitive information.

Manpower Training Project for Correctional Officers. A formal training program for correctional officers is being developed into a training package which focuses on positive ways of managing and controlling inmate behavior through the systematic application of behavior modification principles. Officers who participated in two cycles of training were taught to systematically observe, record, and correct inmate behavior. The EMLC believes that the training in behavior modification techniques will lend itself to alleviating what the Joint Commission on Correctional Manpower and Training (1969) describes as one of the correctional employees' major causes for job dissatisfaction–not having the requisite skills to believe that they are accomplishing their assigned institutional task.

A Study of Contingency Management in the Draper Manpower program for prisoners. Experience drawn from the literature as well as Draper's own experiences indicate that contingency management is very likely a way to produce desired behaviors (job and educational skills) which will enable the released offender to get, hold, and advance in a job. Several of the studies conducted at Draper (Clements & McKee, 1968; Newmark, Jordan, McKee, & Jenkins, 1969; Enslen, 1969) in the use of monetary and social reinforcers to obtain greatly increased performance in basic and remedial education show that for optimum performance, reinforcers should be made contingent upon a specifiable quantity/quality of work (MDT Proposal, 1970). Draper has accomplished these behavior changes while working with small groups in basic and remedial education, usually with 16 to 20 inmates. Until recently, these techniques had not been applied to vocational or shop training.

Presently MDT and EMLC staff are collecting data on and evaluating procedures developed to provide systematic control of learning conditions (or contingencies) in order to achieve optimum performance results in vocational education as well as in basic education. As pointed out earlier, the use of contingency-management procedures has already had an impact on the number of prisoners who can be qualitatively trained in less time, in one of four trades. In the basic education study, staff are measuring what happens when the procedures for managing the contingencies with large groups of trainees (approximately 100) are varied.

Conducting a Two-Level Follow-up Study of Offenders in the Community. At a meeting of the Southeastern Psychological Association in Miami in May, EMLC Research Psychologist Dr. W.O. Jenkins presented a professional paper that reported on the use of the Environmental Deprivation Scale (EDS) as a method of assessing the degree of environment deprivation and behavioral deviancy. The results of this investigation of the EDS as a means of predicting recidivism indicate a clear-cut differentiation of environmental support or deprivation. The characteristics of experimental and control groups were examined in terms of employment, income, debt, job participation, job status, status-other, education, residence, church, other organizations, friends, relatives, parents, wife, children, and fear.

Cooperating with the State Employment Agency to Study Offender's Pre-and Postrelease Interaction with ES. The current cooperative effort of the EMLC and the Alabama Employment Service (ES) agency to obtain a detailed analysis of the offender's interactions with ES is well under way. A survey instrument to gather necessary information was developed by a joint study team of ES and EMLC staff. Data is being gathered by the Lab's Design and Development staff with the full cooperation of ES personnel. Comparisons between MTPP releasees and a non-MTPP group will be made on the basis of postrelease work histories and type of job placement each group received.

Administering, Monitoring, and Evaluating Demonstration Bonding Program for Ex-offenders. As a result of the ex-offender's demonstrated need for bonding and the data collected to date, which support the premise that the ex-offender is no greater risk than his free-world counterpart, bonding was made an integral service of the ES placement service in January, 1971.

Utilization. A primary concern of the Utilization Division's Training System Development Unit (TSDU) is its efforts to develop materials which will train trainers in the operation of the language and arithmetic areas of the IPI System. Now that TSDU has completed these trainer materials, it is making plans to systematically package other EMLC findings and program designs for exportation to other settings.

Utilization has also been involved in three projects which utilize special manpower resources. The projects include: *New Careers,* the *College Corps,* and the *Service Corps.* The first two have to do with staffing and the third is the Lab's approximation to work release.

The New Careers project originally intended to demonstrate that an ex-offender, hired as a new careerist candidate, could gain access to acquire formal and technical skills in a career that would have otherwise been totally inaccessible to him. Funds were not available for this project, and a behaviorally oriented model has not been formally delineated. The RRF has, however, been able to make some encouraging progress in this area in an informal, empirical manner. This was possible through the employment of a new careerist who had unique qualifications.

The objective of the College Corps program has been to provide effective, economical paraprofessional assistance for staff in educational technology and in guidance and counseling, while enabling the corpsmen to gain practical experience in these areas in a correctional setting. To date, over 60 students from 14 schools in 9 states have participated in the program, and a survey has shown that their experiences have had considerable impact on their attitudes and career decisions.

The Service Corps program of the RRF, designed to recruit and train aides for the staff members, has evolved into a work-release program operating within the correctional institution. These inmates are treated on an equal basis by the "free world" staff, earn a small weekly wage, and train in such areas as audiovisual technology, computer programming, printing, and educational technology. Many are concurrently enrolled in basic education. They spend eight hours a day with the RRF and then return to the inside.

A Proposed Look to the Future

During Phase One, the EMLC investigated questions raised by earlier E&D projects for prisoners at Draper, Rikers Island, and Lorton which appeared to hold the most promise by way of contributing to a developing reservior of knowledge and technology in the field of manpower training in corrections. Although EMLC Phase One studies were still exploratory, findings helped to focus on some of the more pressing problems that were inhibiting the success of MDT in corrections, to design intervention strategies, and to design means of testing their success in overcoming the problems discovered.

Among the more significant intervention strategies begun in Phase Two were the institutional projects which sought to attack the lack of institutional environmental support: the ecological experiment, the correctional officer training program, and the contingency management studies.

The Lab views its institutional work as important, realizing that the existence of institutions and the problems of effective operation of MDT programs within them will continue for some time. However, based on its own accumulation of experience and that of many others in corrections, the Lab realized that the emphasis of rehabilitation efforts should be in the community, where the environmental support necessary to the ex-offender's rehabilitation regimen must be generated.

As a first step in taking its place in the community, the Lab rented a downtown Montgomery facility, named it the *Center for Studies in Community Corrections*, and shifted its three-man follow-up team to this location. The team continued gathering follow-up data, testing assessment instruments, and giving Design & Development staff feedback on the instruments being used. They also intervened with community agencies on behalf of the ex-offender as time permitted.

Preliminary statistical analyses and correlations of incoming data made clear the need for more attention in the community. An experimental assessment instrument which predicts tendency toward recidivism was pointing to broad areas of functioning wherein the non-successful trainees and controls were consistently having trouble, i.e., in (1) interpersonal relationships, (2) occupational adjustment, and (3) economic functioning.

These indications tended to support earlier Draper E&D follow-up study results which cited most of these same areas as trouble spots. Together, these data presented insistent trends warranting a broader and stronger commitment to and attack on the community adjustment problems being encountered by the MDT-trained offender.

During Phase Three, then, the EMLC proposes to terminate its earlier approach to intensive intervention in the community to pursue alternative routes which are better aligned with the Lab's behavior modification orientation. It is also proposing to involve the community in a more systematic fashion than has heretofore been attempted.

However, the Lab does not intend to abandon institutionally-based behavior modification activities. The results of the ecology, correctional officer training and contingency management projects begun during Phase Two appear to hold sufficient promise to warrant continuation and refinement, and possible procedural expansion.

In the proposal for Phase Three, the Lab has set forth a number of experimental projects, perhaps more than it can carry out during the next 18-month phase, which will begin September 1, 1971. Most of the proposed projects either continue or redirect current Lab studies. The correctional officer training project, for example, introduces the next logical step, that of instructing correctional officers in behavioral counseling. Both the MDT and ecological projects will integrate performance-contingent parole and home furlough with the token economy to determine effective methods of their employment as parts of the rehabilitative regimen. Contingency management studies will focus on analyzing variables crucially related to learning rates and motivation in both basic education and vocational training.

And three new projects are proposed. One will seek to analyze essential behavioral skills identified with postrelease adjustment and employment; another will address itself to the problem of recidivism *per se*. The third new project deals with the prison contra-culture and will be initially concerned with measuring-instrument development. Later, assessment data will be studied in terms of resistance to positive behavior change and post-release success.

Though there is some variation in emphasis and concentration, the Lab is essentially directing its attack to the entire continuum of programs involved in prisoner rehabilitation. Some projects focus on those problems associated with the correctional institution (e.g., correctional officer training and the ecological study); some try to anticipate problems which might arise for the offender upon release, including social and employability skills (e.g., basic education, vocational training, and pre-release counseling); and some deal with problems encountered by the ex-offender while living in the community (e.g., the Center for Studies in Community Corrections). Upon this matrix of basic problem areas the Lab proposes and carries out its various projects and studies, monitoring data and findings and relating and integrating them into more refined or as yet untouched sectors of research and development in prisoner rehabilitation.

EMLC PHASE TWO PRODUCTS

Contributions to professional journals, conference proceedings, books, etc.

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